TRANSLATION

2001-2004 STRATEGIC PLAN OF THE MINISTÈRE DE LA CULTURE ET DES COMMUNICATIONS

"Banking on creativity and innovation"

Summary

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Foreword

This document presents the orientations that will guide the action of the ministère de la Culture et des Communications over the next three years. Clearly identified objectives and indicators chosen to measure the results make it possible to precisely see the scope and nature of the contribution that the Department and its partners intend to make by 2004 to the development of culture and communications in Québec.

The full text of the Plan can be found at the Department's web site at the following address : www.mcc.gouv.qc.ca/pubprog/brodepli/general.htm

1 Mission

The mission of the ministère de la Culture et des Communications (MCC) is to promote within Québec the affirmation, expression and democratization of culture as well as the development of communications and to contribute to their influence abroad.

To carry out this mission, the Department has several leverage tools including laws and policies, financial assistance programs as well as collaboration and partnership tools with public and private organizations, municipalities, other local and regional authorities, Native communities, and research centres. The Department shares the responsibility for implementing its mission with government agencies and corporations that report to the minister[1] and also relies on its national training and conservation institutions[2].

2 Context

The context behind the 2001-2004 strategic plan is shaped by the move towards a global economy, which makes the adoption of measures to defend the principle of cultural diversity imperative, and a demography characterized by a decline in Québec's population in less than a generation, by the progress made in science, the acceleration of technologies and the multiplication of dissemination methods, without

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1. They are: the Commission des biens culturels du Québec, the Commission de reconnaissance des associations d'artistes et des associations de producteurs, the Bibliothèque nationale du Québec, the Grande bibliothèque du Québec, the Conseil des arts et des lettres du Québec (CALQ), the Société de développement des entreprises culturelles (SODEC), the Musée d'art contemporain de Montréal, the Musée de la civilisation, the Musée du Québec, the Société de la Place des arts de Montréal, the Société du Grand Théâtre de Québec, the Société de télédiffusion du Québec and the Régie du cinéma.
2. They are: the Conservatoire de musique et d'art dramatique du Québec, the Archives nationales du Québec and the Centre de conservation du Québec.

forgetting the expansion of the universe of communications which calls on new cultural content as well as the use and deployment of the information superhighway.

The funding of culture must also be taken into consideration. In 1998-1999, public expenditures related to culture and communications in Québec exceeded one billion dollars, a large portion of which is provided by Québec (43 %), with the balance coming from the federal government (36 %) and from municipalities (21 %). Because consumer demand for cultural products and services is insufficient to ensure self-financing for artistic organizations and cultural institutions and because private funding is relatively limited in Québec, public funding is essential.

The participation of municipalities, which represents 21 % of public expenditures, does not yet compare with the averages observed for Canada (38 %), France (41 %), Denmark or Sweden (47 %), for example. However, the number of cultural policies adopted by local and regional municipalities is on the rise, and those local municipalities that do have such a policy earmark on average 4 % of their budget for culture; the other municipalities set aside only 3 %. The municipal mergers in progress will undoubtedly result in a new deployment of concerted actions on the part of the Department with municipalities.

Moreover, it is hard for Québec to assume the leadership that it is calling for in order to exercise full control over the implementation of the cultural policy on its territory, because federal actions often encompass the same fields as those of Québec government corporations and because the Federal Government's initiatives overlap the Department's actions in several areas.

Finally, Québec's cultural policy concerns all of the departments and agencies of the Government of Québec and is taken into consideration in such varied policies as those related to employment, tourism, youth as well as local and regional development. It should be pointed out that the Department has subscribed to the government's regionalization objectives for some time now, allowing the Department to associate regional populations and the persons representing them in the definition of priorities and in the management of ministerial actions associated with the implementation of this cultural policy.

3 Stakes and challenges

The vitality of Québec culture, its openness to the world, the dynamism of the communications sector and the mastery of new technologies are the major structuring stakes of the next few years, on which the strategic plan is based.

The move towards a global economy, technological innovations and demographic trends influence the vitality of Québec culture, which depends first and foremost on maintaining and developing conditions that allow artistic creation to flourish. The development of skills, the financial health of cultural organizations and enterprises as well as the distribution of appropriate cultural facilities across the territory constitute essential conditions in this respect. We must also count on an increase in the active participation of the public in cultural activities, the fundamental value of cultural pluralism and the perennial nature of heritage.

With respect to its openness to the world, the main challenges for Québec include defending the principle of linguistic and cultural diversity in international forums and showcasing Québec culture.

For its part, the economic importance of the communications sector gives rise to several major challenges : putting in place conditions that are conducive to the development of enterprises, renewing our action with respect to the information superhighway, achieving fairness between the regions for access to the services offered, increasing the diversity of Québec content in French, improving the competitiveness of enterprises in the new media, etc.

4 Strategic orientations

The Department's action for the next three years will revolve around the following four strategic orientations :

- democratizing culture and communication services;
- stimulating creation, production and dissemination;
- adapting the cultural system and communications;
- renewing the Department's action.

According to the objectives contemplated by these strategic orientations, the Department uses **status indicators** whose evolution does not depend strictly on the Department's action but rather also on that of its government partners and of various external players. For this reason, no target is associated with these indicators. The Department also uses **implementation indicators**, mainly linked to the updating or the coming into force of its programs, its strategies or its policies. Finally, the Department defines **results indicators** making it possible to gauge the progress made with respect to certain ministerial actions, in particular those that ensue from the implementation of its policies and its programs. Targets can be associated with implementation indicators and results indicators.

- **First orientation : Democratizing culture and communication services**

Objective : Foster and promote the practice of cultural activities by the public

In adopting its sector-based policies, the Department is giving tangible form to its desire to make cultural activity more dynamic by having as its prime concern the participation of Québec's population. In recent years, the Department has adopted the Policy on the dissemination of the performing arts (1996), the Policy on reading and books (1998), Québec's Information Highway Policy (1998) and, more recently, the Museum policy (2000).

The memorandum of understanding with the ministère de l'Éducation, on which the cooperation with this important partner is based, also contributes to achieving this objective.

Status indicator

- Contribute to increasing the attendance rate of libraries, performance halls and museums over the next three years.

  Current status : In Québec, one in three persons visited only one of these cultural sites in 1999.

Results indicators

- By 2004, renew 25 permanent exhibitions in museums and organize 25 traveling exhibitions as well as 20 international exhibitions.

- Maintain the pace of cultural and communications awareness promotion activities targeting young students/pupils (700,000 meetings and visits in 1998-1999).

Objective : Promote greater responsibility on the part of organizations, local and regional authorities as well as Native communities regarding cultural development, in particular in the heritage and local information field

The signing of cultural development agreements with local and regional authorities as well as with Aboriginal nations and Native communities is the main avenue whereby the Department establishes forms of partnership that promote taking on responsibilities in the cultural field. Municipal partners must adopt their own cultural policy prior to signing such agreements.

Moreover, the Museum policy also contains this objective, and the same will be true for the future Heritage policy. Finally, through its active support for the community media, the Department is reinforcing the public's participation in the information field.

Results indicators

- By 2004, have at least 25 municipalities participate in supporting museums through three-year agreements;

- Ensure the renewal of cultural development agreements with municipalities and Native communities that are slated to expire by 2004;

- By 2003, enable some one hundred community media to have access to assistance at the operating level.

➢ **Second orientation : Stimulating creation, production and dissemination**

Objective : Foster the renewal of creation, the emergence of innovative products and services, and the production of French language content in the culture and communications sector as well as in all sectors of society contemplated by the Information Highway Policy

Various creation, production and dissemination support measures are in place and contribute to the dynamism of culture and communications as well as to all socioeconomic sectors thanks to the Information Highway Fund. Under the responsibility of the Department and its partners, CALQ and SODEC in particular, these measures are intended for artists, organizations and enterprises. They support creation and innovation in various sectors and they also share a concern for the production of French language content, in particular on the Internet.

Results indicators

- Support, in 2001-2002, the production of six Québec first or second full-length feature films;
- Offer support to those organizations that hire young professional artists for their first artistic creation experiences;
- Maintain the number of projects funded by the Information Highway Fund.

Objective : Increase the dissemination of Québec works and products and contribute to market development

A strong culture is a culture that is present on its own market. Concerned about this premise, the Department and its partners administer measures to disseminate Québec works and products in order to contend with foreign competition on the Québec market.

Moreover, a common strategy for cultural development abroad enables the Department and its partners to take up the challenge of exporting Québec works, products and know-how.

Status indicator

- Consolidate the market share held by Québec enterprises in Québec.
  Current status :
  - cinema : 7 % of receipts in 1999;
  - television : 89 % of the listenership of Francophones for French language television in 2000;
  - records : 23 % of purchases in 1998;
  - books : 35 % of sales to individuals in 1998-1999;
  - professional performances : 74 % of attendance in 1997-1998.

Results indicator

- Maintain at approximately 400 per year the number of performances in the performing arts field given outside Québec.

➢ **Third orientation : Adapting the cultural system and communications**

Objective : Contribute to the stabilization and the creation of jobs as well as to the development of skills in the culture and communications sectors

Jobs and skills are at the heart of the system linked to culture and communications. The Department devotes a great deal of energy to these aspects and adopted, in 2000, a Québec strategy for human resource development in the cultural field in cooperation with Emploi-Québec and the Conseil québécois des ressources humaines en culture. This strategy is geared to jobs, training and the knowledge of artistic and communications circles.

Moreover, the programs of the Conservatoire de musique et d'art dramatique du Québec and the ministerial support for the main training schools actively contribute to the acquisition and development of skills, mainly among young people.

Results indicator

- Create 250 jobs, in 2001-2002, as part of the Québec strategy for human resource development in the cultural field.

Implementation indicator

- Implement, in 2001-2002, youth employability measures in the multimedia sector.

Objective : Create conditions conducive to the development of culture and communications organizations and enterprises within the context of the globalization of the new economy

Québec enterprises and organizations are evolving in a context where decisions, over which they have no control, greatly influence or risk greatly influencing their development and, as a result, the vitality of culture and communications in Québec. Concerned about this context, Québec is strongly committed to defending the principle of cultural diversity in international forums by contributing to the development of an international cultural diversity tool and by promoting cultural diversity in all international forums.

Moreover, the Department is very concerned about the new conditions that should be put in place with respect to the management of intellectual property in an environment characterized by the phenomenal growth of information technologies and the Internet in particular. Québec intends to support the steps taken by creators to ensure respect for copyright.

Implementation indicators :

- Take part in the various working groups on cultural diversity and assert Québec's point of view in international forums;

- By 2003, develop a reference framework for ensuring respect for and managing intellectual property in the culture and communications sector in relation with the inter-ministerial work provided for in Québec's science and innovation policy.

➢ **Fourth orientation : Renewing the Department's action**

Objective : Modernize the organization to respond to result-based management focusing on the quality of services

To give tangible form to the renewal of government management, the Department has launched major modernization initiatives likely to result in an in-depth transformation of approaches. The modernization implementation plan has one component for staff and another one for the organization. It includes a computerization dimension as well as the putting in place of new management tools applicable to advisory functions such as analysis, cooperation, research and evaluation. Moreover, the action plan concerning the protection of privacy ensures strict compliance with the provisions of the Act respecting Access to documents held by public bodies and the Protection of personal information.

Implementation indicators :

- Set up and run, in 2001-2002, a network bringing together the Department and all government agencies and corporations that report to the Minister of State for Culture and Communications;

- Transform, in 2001-2002, the Archives nationales du Québec into a government agency;

- Adopt, in 2001-2002, ministerial frameworks for evaluating programs, research and statistics;

- Restructure financial assistance programs by 2003-2004 and set up an automated management system permitting electronic transactions.

Objective : Update the Department's policies and strategies taking into account in particular government orientations as well as the polices of the other departments

The Department's mission is not static. It evolves according to the rhythm of society, its needs, and its aspirations and in particular, according to new developments in the field of government policies, service delivery and technologies. The updating of ministerial policies is called for, first due to the necessary coherence of government action and also in light of the need to demonstrate vigilance and dynamism to underscore the importance of culture and communications in a society that is democratic and economically strong.

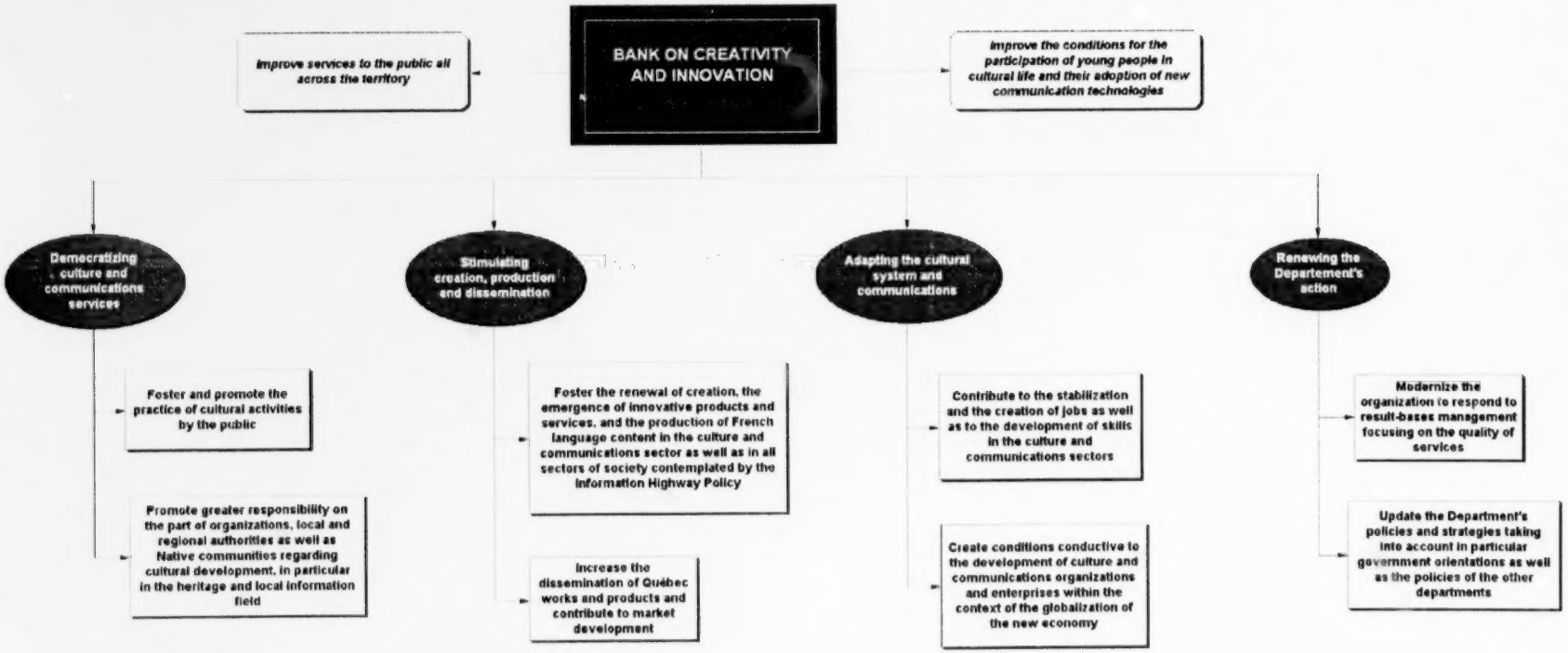
Implementation indicators :

- Propose to the government, for adoption in 2002-2003, a policy on cinema and audiovisual production;

- Propose to the government, for adoption in 2002-2003, a policy on heritage, which will lead, among other things, to the updating of the mandates of the Commission des biens culturels;

- Propose to the government the updating of the measures ensuing from the application of Québec's Information Highway Policy.

Summary Table of the 2001-2004 Strategic Plan


BANK ON CREATIVITY AND INNOVATION
Improve services to the public all across the territory
Improve the conditions for the participation of young people in cultural life and their adoption of new communication technologies
Democratizing culture and communications services
Stimulating creation, production and dissemination
Adapting the cultural system and communications
Renewing the Departement's action
Foster and promote the practice of cultural activities by the public
Promote greater responsibility on the part of organizations, local and regional authorities as well as Native communities regarding cultural development, in particular in the heritage and local information field
Foster the renewal of creation, the emergence of innovative products and services, and the production of French language content in the culture and communications sector as well as in all sectors of society contemplated by the Information Highway Policy
Increase the dissemination of Québec works and products and contribute to market development
Contribute to the stabilization and the creation of jobs as well as to the development of skills in the culture and communications sectors
Create conditions conductive to the development of culture and communications organizations and enterprises within the context of the globalization of the new economy
Modernize the organization to respond to result-bases management focusing on the quality of services
Update the Department's policies and strategies taking into account in particular government orientations as well as the policies of the other departments